

The Strategy of BatuTV Station in Oligarchy Media Industri Era

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Abstract—This paper aims to discover the strategy of BatuTV management to survive as a local TV station in Indonesia. The tight and unfair competition of private TV broadcasting stations happens because giant media owners from Jakarta expand to many provinces, and their TV stations can cover nationally. Unfortunately, the local TV station that has no networking or partnership with national private TV stations does not have enough chance to attract national advertisers. This limitation significantly influences to the local TV station in generating income. The researcher interviewed three key informants and observed how BatuTV management run its' business. The result shows that the spirit of financial efficiency pushes them to be creative. BatuTV management recruited the senior high school to join in the internship program, created social networking with the local community, local education board, and local government. This strategy is successful in supporting BatuTV to cut cost production and generate income.

Keywords: *BatuTV, local TV station, media management, Indonesian broadcasting*

1. INTRODUCTION

Competition of television broadcasting continues to increase after the Indonesia government-endorsed Indonesia Broadcasting Act 2002 No 32. The growth in the number of private TV stations that is not followed by the diversity of content has led to unfair competition. National private TV stations that have local station partners tend to dominate the advertising market share. In 2019, the mastery of national advertising is still occupied by 13 national private television stations from Jakarta [1], while data from Viva 2018 [2] shows the same thing even though there is a slight shift in the order of national advertising acquisition. Until now, no data shows the acquisition of national advertising for local Television that is not networked. However, out of the 22 TV channels in Malang Raya, four non-network local private television stations still survive, one of which is Batu TV.

Batu TV is a private television station that started from a non-media business and is unique in running its business. Batu TV Station does not appear to be an industry or television broadcasting institution known to the public so far that looks glamorous and glamorous. Television stations are categorized as a media industry because they are a conglomerate of different industries that have content creation mediated as activities that generally occur [3]. In a television business, it contains a mix of advertising, entertainment, and even information business. Apart from being an industry, Television is also known as a modern mass media industry called the creative economy. The main focus of a television industry's activity is to cultivate intellectual property or human creativity, which is a

manager and employee (actor) of the media [4]. The television industry is also a sector large and complex capital industries bound by market laws and rules [5]. The media industry is modeled as an oligopoly in which companies may pursue both standard commercial income, which can be based on pay-per-view, subscriptions, or advertising, and "non-s benefits standards" derived from politics, in the form of bribery or other policy benefits in the capture of the media, or forms of direct political rewards in the power of the media [6]. Batu TV is a straightforward business, and few employees work at the first private television station in Batu.

Since it started, it was business in 2004, today BatuTV still survives and even shows its unique identity. This station broadcasts unique advertisements and is different from advertisements on other national private television stations. A program that is shown by Batu TV seems very monotonous, and specific programs seem to be just recording a program that is not processed. Nevertheless, BatuTV can be a source of life for twenties workers and even become a subscription for the community to broadcast their activities. In USA, a local TV station creatively promote its program by sharing some programs on Instagram to attract audiences and it is successful [7]. This study wants to reveal how the strategy of Batu TV as a private television station can survive in the era of the incessant oligopoly of the national media industry.

2. RESEARCH METHOD

This research is qualitative research, which aims to reveal the strategy of Batu TV managers in running their business.

According to [8], qualitative research in media management is an investigative method that generates and interprets non-numerical data, intending to develop a deep and detailed understanding of the research subject. Researchers conducted observations at Batu TV station and in-depth interviews of three manager-level people to collect data. Researchers carry out the following stages of research, first collecting data, then condensing data or displaying data, then verifying and describing a conclusion [9].

3. RESULTS AND DISCUSSION

2.1. Local advertiser and Internship Program

Batu TV does not look for commercial advertisements; however, there are legal product advertisements (selling cooking equipment), and other product advertisements are not dominant. BatuTV marketer has tried to get national advertising, but it was difficult because the decision process is in Jakarta. The informant says that national advertising companies control most national advertising. So it is not easy and not cheap cost to get income like national private TV stations. The most possible and has been done until now is local advertising, especially school ads on a seasonal basis. So that the Syiar event is the key to survival. The income of Batu TV is around 100-200 million from the programs of religion or religion per season or month. There is only one national advertisement, namely Home Shopping, which runs for three hours at a rate of 770 thousand rupiahs. This rate is cheaper because it calculates that Batu TV is a local private TV; if they set the same price, they will choose national TV. The quality of AVI (Audio Video) is another key for Batu TV to survive. The potential coverage area of BatuTV is hilly and also remote area. The quality of TV shows becomes the most factor in making audiences can enjoy BatuTV programs. As a Director, an Operation Manager, and also a Technician, Andri Budiono says that the loyal audiences watch BatuTV because of the audio-visual quality. Even there are new TV stations, and the audiences prefer to watch BatuTV because of its clear picture and sound.

To reduce operational costs, Batu TV has made expenditure efficiency. Some of the efficiencies are successful. The efficiency carried out include: first, technical efficiency, Andri is a technician so that he can make his equipment. Andri also created creations using unused equipment to ensure in broadcast production. He also did the transmitter power efficiency so that electricity expenditure is only about 10 million per month. Second, efficiency in the workforce, he collaborated with several vocational schools in the Malang Raya region, especially in Batu City, for an internship program, even for further employment prospects. Vocational students are intended to help or work in Batu TV broadcast production, and can even continue to be Batu TV employees.

Batu TV once recruited employees, but the results or output were not satisfactory, so they relied more on appointing employees from the vocational student internship process. The internship program offers mutual benefits for BatuTV and students. Students, even, will get money if they can show their capability in their job. So some good students can pay for their school tuition fees and boarding fee. If they do not want to work at BatuTV, Andri provides recommendations for them to be accepted and trusted in the new world. Third, workforce efficiency, Batu TV workers have many tasks, not only to take care of broadcasts but also to take care of the administration. This program can reduce labor costs and a small investment for the recruiting process. At present, the number of Batu TV employees is around 25 people. The principle of work at Batu TV is cooperation and family work, even though double jobs still do not feel heavy, because they are not too complicated, already comfortable, and as a venue or learning process.

The efficiency of workers handling double jobs does not interfere with employees; the proof is that they are still loyal to BatuTV. The average salary is UMR (official minimum paid and local government makes this policy). The number of employees is around 20 people. Most of them are apprentices from senior high schools. The criteria are for students who are ready to work. BatuTV knows this internship opportunity to offer a link and match program. This implementation also can become a strategy to promote BatuTV to audiences in an educational institution. It is unique by bringing it closer to the local context conditions. [10] found that the managerial can stimulate media workers to develop their creativity.

2.2. Create a strong relationship

Nowadays, the high rating and acquisition of advertisements become the success parameters of the television program, then BatuTV is far from these parameters. As a pioneer of a local TV station in Malang Raya, BatuTV started running Television with no smoothness and several times changed the direction of policy in program production, ranging from relaying ANTV, broadcasting the Batu City DPRD activities, playing films to music video clips to the latest changes in community service. These changes, as a consequence of the first three years, received no input at all.

The segment's focus on the activities of well-known communities can make BatuTV survive to this day. According to Andri, the community is a potential audience that currently contributes a lot to BatuTV's primary income. These communities include the teaching community, the community of schools, particular community communities, and higher education institutions. Initially, the shows of the community activities were free, but over time there began to be requested from them to do coverage until finally, the rates for reporting and broadcasting arose. Some of these activities were routine studies of Riyatul Jannah, Graduation of several universities in Malang, Graduation at several school institutions ranging from early childhood to high school, elementary school alumni reunion, junior high

school, and high school school, as well as personal activities such as circumcisions or birthdays.

The assumptions of scholars and experts in the media about the creativity of media production are interpreted in different ways. Andry claimed he would not win if BatuTV were positioned head-to-head with the national private television station. Therefore they must take a position that is not carried out by them, and a community-based approach is the only option that is the most successful.

In addition to taking the target segment and program production based on community involvement, Agruna Candra added that giving satisfaction to the community for coverage procedures greatly affected the sustainability of community engagement. For example, if there is a party asking not to close up because it will "look like the old." For recitation, for example, even if there are only a few people, how can we make it when covered, it looks like it is full or full of places.

The logic understood by BatuTV for the community engagement policy is that the program will encourage several community members who will not be several audiences and watch their activities through television shows. As Mohammad Anwar said from the secretary of the Maulid wa Ta'lim Riyadul Jannah Council, his community was satisfied because there was a familial mechanism in the Batu TV business process and the intentions of the propaganda of Islam. The same thing has happened to AcehTV, who intelligently read the conditions of the local community [11]. the durability of this collaboration can last a long time. In one broadcast, the recitation panel paid four million to 4.5 million, and with a mass base of one hundred thousand, the money was considered insignificant. However, if there is not enough donation money, BatuTV continues to air.

4. CONCLUSION

BatuTV Manager runs a strategy not to face to face with networked national private Television. Managers realize that it is impossible to fight them because of the vast differences in terms of ownership of the capital, range, and technology. The strategy undertaken by BatuTV managers is to manage financial expenditure through strictly; first, the acceptance of vocational school student internships in order to save human resource needs. Second, establishing cooperation with local institutions such as government institutions, educational institutions, and the community. Third, in terms of broadcasting costs, BatuTV managers do not charge flexible fees, and in the context of establishing cooperation with a community, managers must be willing not to receive wages.

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